



## STATE OF THE CITY • TUESDAY, MARCH 14, 2006



## MAYOR KWAME M. KILPATRICK • CITY OF DETROIT









Since 2002, Mayor Kwame M. Kilpatrick has worked tirelessly to create a clean, safe and vibrant city for families to grow and flourish — while shedding the decades-old negative perceptions that have defined our city for far too long.

“Kids Cops Clean” was his original vision to enhance Detroit by focusing his administration’s efforts on improving the fundamental services and amenities any major city should offer. Four years later, much has improved in the way of city services and greater efficiencies have been achieved across the board in city government.

Reelected to a new term, Mayor Kilpatrick is refocusing his agenda to position our city to build on the tremendous progress of the past four years by closing the chapter on the outdated stereotypes that defined the old Detroit. Over the next four years, the Kilpatrick administration will focus on creating the NEXT Detroit, a city poised to become a global destination and one of America’s greatest turnaround stories.

In his first State of the City address of his second term, Mayor Kilpatrick will outline his plan to create the NEXT Detroit, giving residents, businesses and neighboring communities a sense of hope and excitement for the future of our great city.





### **Anthony Adams** | DEPUTY MAYOR

Creating the NEXT Detroit will require a seasoned executive who is capable of serving as a versatile second-in-command to the Mayor. As deputy mayor, Anthony Adams exemplifies those attributes and more, bringing more than 25 years of both public and private sector experience to the Kilpatrick Administration. Adams' portfolio includes the Detroit Police Department, the Fire Department, the Department of Administrative Hearings, the Department of Health and Wellness Services, Human Services, as well as all frontline departments, which will go to the chief operating officer once that position is filled. Adams brings a wealth of legal expertise to Mayor Kilpatrick's cabinet team — a most valuable asset when coupled with his unique insight into city government resulting from a previous stint in the Mayor's Office as a part of Mayor Coleman Young's Administration. Before joining the Kilpatrick Administration, Adams served as general counsel for the Detroit Public Schools. His unwavering commitment to serve the citizens of Detroit is evidenced by his tireless efforts to manage several initiatives and legal issues to help create a better Detroit neighborhood by neighborhood.

## **Introducing the members of Mayor Kwame M. Kilpatrick's Cabinet**

### **Christine Beatty** | CHIEF OF STAFF

Creating the NEXT Detroit requires capable leadership that knows how to manage people, build coalitions and put the citizens of Detroit first. As chief of staff, Christine Beatty has built a solid "can-do" reputation. With direct oversight of human resources, the Detroit Building Authority, Mayor's Office, Neighborhood City Halls and Senior Citizens Department, Beatty has served in this most important cabinet post since 2002. Named one of Michigan's Most Influential Women by Crain's Detroit Business, Beatty's savvy and relentless commitment have produced solid results for the Kilpatrick Administration. From successfully negotiating open labor contracts to playing a key role in creating the Detroit Wayne County Health Authority, Beatty has helped bring about several victories for the city of Detroit. For more than 10 years, Beatty's commitment to public service has benefited Detroit, first serving as legislative aide for then-State Representative Kwame Kilpatrick. While Kilpatrick was House Democratic Leader, Beatty was his District Director in Detroit. Prior to her work in state government, Beatty worked in the social services field, where her experience has helped her contribute to strong public policy for the citizens of Detroit.



## **BRINGING LEADERSHIP,**



### **Lucius Vassar** | CHIEF ADMINISTRATIVE OFFICER

The NEXT Detroit will come from strong legislative and advocacy leadership. As Detroit's chief administrative officer, Lucius A. Vassar brings an extensive background in legislative and relationship management to this most important cabinet post. As chief administrative officer, Vassar is responsible for managing all inter-governmental and international affairs, as well as local policy-making that impacts the city of Detroit. In addition, he is responsible for building and managing strategic partnerships with the city's corporate, civic and philanthropic communities. Vassar joined the Kilpatrick Administration in 2002 as director of corporate and civic affairs where he worked daily with the business and civic community. In that role Vassar led the effort to retain a \$1 billion company in Detroit, keeping the city as its headquarters for years to come. Having previously served in both the public and private sectors, Lucius brings a well-balanced approach to helping bring a new result-driven culture to city government. Addressing key issues such as property taxes and business retention, his advocacy and commitment to Detroit is sure to continue to bring about a positive transformation across the entire city.

### **Derrick Miller** | CHIEF INFORMATION OFFICER

Ushering in the NEXT Detroit requires innovative solutions to decades-old challenges. As chief information officer, Derrick Miller works tirelessly to upgrade the City's information technology systems, while developing creative solutions to help achieve greater efficiencies throughout city government. Miller's portfolio includes the department of information technology, the Fusion Center and Homeland Security. Having joined the Kilpatrick Administration in 2002, Miller previously served as the City's chief administrative officer. In 2003, Miller led the efforts to transform Detroit's downtown into a wireless community, one of the first cities to do so in the state. Miller also spearheaded the implementation of a new 311 Call Center, 800 MHz radio system, and the formation of the Detroit Area Regional Transportation Authority. Miller plays a key role in the development of the city's East Riverfront as co-chair of the Detroit Riverfront Conservancy, and also serves as co-chair of TechTown. From improved technology to better coordination of city services, Derrick is helping develop a higher standard of operations for city government that employees, citizens and visitors will benefit from for decades to come.





## **Roger Short** | INTERIM CHIEF FINANCIAL OFFICER

Creating the NEXT Detroit requires strong and experienced fiscal stewardship. As the director of the city's budget department and former city auditor general, Mayor Kilpatrick appointed Roger Short as interim chief financial officer to lead the effort to improve the city's financial condition. As a part of the Mayor's cabinet team, Short will be responsible for overseeing the day-to-day financial matters of the city. His portfolio includes the finance, budget and purchasing departments. As a certified public accountant with more than 20 years of accounting and financial management expertise within city government, as well as seven years in the public accounting sector, Short is uniquely qualified to help develop the necessary strategies to deal with the city's financial challenges and ultimately help put Detroit on solid financial ground.



## **VISION,**



## **George Jackson** | INTERIM CHIEF DEVELOPMENT OFFICER

The NEXT Detroit requires strong and aggressive economic development leadership that will do what is necessary to help create a global destination through increased economic and development activity. In January 2006, Mayor Kilpatrick named George Jackson, Jr. as the city's chief development officer to continue the progress Detroit has made in economic development over the past four years. As chief development officer, Jackson will be responsible for coordinating all economic development activity within the city. With an extensive professional background combined with deep-rooted ties to the community, Jackson is uniquely qualified to serve in this most critical cabinet position. In 2002, Jackson was elected president and CEO of the Detroit Economic Growth Corporation (DEGC). In this role, Jackson led efforts to transform Detroit by completing monumental revitalization projects such as the Lower Woodward Improvement Program, which redefined the city's decades-old central business district. Playing such an integral role in Detroit's economic momentum over the past four years, Jackson is sure to help continue a transformation of the city, neighborhood by neighborhood.

## **EXPERIENCE,**

## **Sharon McPhail** | GENERAL COUNSEL, MAYOR'S OFFICE

Legal expertise will play a critical role in creating the NEXT Detroit. Understanding a fundamental need to assemble some of the brightest and best legal minds to help make the NEXT Detroit a reality, Mayor Kilpatrick appointed former City Council Member Sharon McPhail as general counsel in the Mayor's Office. McPhail's 30-plus years in practicing law and her extensive knowledge of city government makes her uniquely qualified for this most important cabinet post. McPhail's portfolio will include Law, Human Rights and the Workforce Planning and Development departments. These departments will be critical to helping improve antiquated systems and outdated work processes that have challenged city government for decades. Sharon's unique expertise in practicing law includes work as a trial lawyer, an assistant United States Attorney, a division chief in the Wayne County Prosecutors Office, a corporate counsel with Ford Motor Company and as a partner in a local law firm. McPhail has also served in several quasi-judicial capacities including that of hearing officer for the Michigan Civil Rights Commission and Arbitrator and Mediator in both Wayne and Oakland Counties.



## **John Johnson** | CORPORATION COUNSEL

Again placing heavy emphasis on the need for assembling the best legal minds to address challenges in creating the NEXT Detroit, Mayor Kilpatrick appointed John E. Johnson, Jr. as Corporation Counsel for the city of Detroit. Johnson brings more than 25 years of legal expertise to the Kilpatrick Administration along with a career that has truly exemplified legal advocacy on behalf of the public. Having spent most of his legal career representing the indigent and middle class, Johnson is perfectly qualified to protect and represent the best interests of the citizens of Detroit. Serving as both corporation counsel and director of the law department, Johnson will be responsible for helping manage the city's legal matters, while working to reduce its case loads. John's background in the legal arena and both civic and community affairs has also uniquely qualified him for his role as a part of Mayor Kilpatrick's cabinet team. From running one of the nation's largest legal aid programs to serving as past president of both the Michigan Coalition for Human Rights and the Wolverine Bar Association, Johnson is a well-respected legal mind and civic activist in the city of Detroit.



## **Ella Bully-Cummings** | CHIEF OF POLICE

Public safety is a key component to any thriving city and is critical to creating the NEXT Detroit. Underscoring his commitment to making public safety a top priority, Mayor Kilpatrick appointed Ella Bully-Cummings as Detroit's first female chief of police. In her 25-plus years of leadership and expertise in law enforcement, Bully-Cummings has served in all but one rank within the Detroit Police Department (DPD) and has a strong grasp on the challenges that need to be addressed in creating a world-class police department. Since 2004, Chief Bully-Cummings' strategies and initiatives have helped reduce crime in several areas, resulting in record lows in some crime categories. Despite a smaller police force in recent years, she has developed creative ways to put more officers on patrol in neighborhoods, while forging stronger partnerships with the community and neighboring law enforcement agencies to help drive down crime. Helping to introduce several innovative crime reduction strategies and much-needed restructuring within DPD, the Chief is effectively leading the charge in addressing crime and enhancing public safety for all of Detroit.

## **SERVICE,**

### **Al Fields** | DIRECTOR OF THE FUSION CENTER

Creating the NEXT Detroit will require implementation of emerging concepts in how to enhance emergency preparedness and improve operational efficiencies. As the director of the Fusion Center, Al Fields has a diverse background in operational and technological project management that will serve as great assets in making sure that the city of Detroit is at the forefront of emergency preparedness. Joining the Kilpatrick Administration in 2002, Fields most recently served as deputy chief operating officer where he was responsible for the daily operations of the city's frontline departments. Fields was largely responsible for coordinating the city's efforts and initiatives for Super Bowl XL, which NFL officials touted as one of its best in recent history. His proven leadership and management skills will serve the citizens of Detroit well in his efforts to create a city government that is focused on preparedness and efficiency.



## **AND COMMITMENT...**



### **Ceeon Quiett** | DIRECTOR OF COMMUNICATIONS

Strong, targeted and consistent communications to constituents is critical to creating the NEXT Detroit. As Director of Communications, Ceeon Quiett brings a wealth of knowledge and experience to help meet the communications needs of city government across the board. As communications director, Quiett is responsible for coordinating all communications efforts on behalf of the City of Detroit. Her career in marketing and strategic communications will ensure that Detroit's direction and progress is effectively communicated to residents, and the global marketplace. Having recently joined the Kilpatrick Administration in March 2005, Quiett has led the communications efforts for several important projects that have been critical in helping to transform Detroit. Quiett has a diverse background in communications, which perfectly suits her for this most important cabinet post. From working for one of the nation's largest newspaper corporations to teaching communications on a collegiate level, Quiett's unique qualifications coupled with her relentless work ethic is sure help her signal to the world our efforts to create the NEXT Detroit.

### **Kandia Milton** | MAYOR'S OFFICE LIAISON TO CITY COUNCIL

Creating the NEXT Detroit requires capable leadership that can work closely with the legislative branch of city government to improve the overall quality of life for the citizens of Detroit. As the Mayor's Office liaison to City Council, Kandia Milton has helped to forge a more cooperative relationship between both the executive and legislative branches of city government to implement progressive policy to help create the NEXT Detroit. For more than two years, Milton has worked daily with City Council and their staff on several initiatives and policies to help improve Detroit. Milton has worked tirelessly to help pass initiatives such as the Lower Eastside Development Plan, the creation of the Department of Administrative Hearings and four important capital improvement bonds worth millions in infrastructural enhancements in neighborhoods across Detroit. Joining the Kilpatrick Administration in 2002, Milton has developed a strong grasp on the inner workings of city government, which serves as an invaluable asset in his continued efforts to move the administration's various policies and initiatives to enhance Detroit neighborhood by neighborhood.





## **Pamela Scales** | BUDGET DIRECTOR

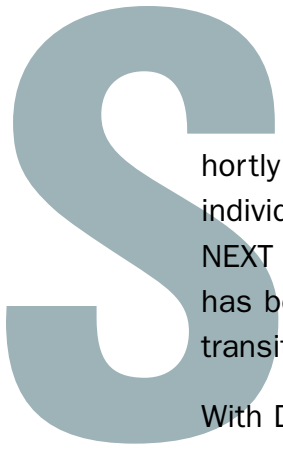
Creating the NEXT Detroit will require sound knowledge of the City's fiscal and budgetary functions. Having served as the city's Deputy Budget Director and with more than 19 years of service with the City of Detroit, Pamela Scales brings extensive experience in dealing with the specific challenges of managing the city's budget to her newly appointed post as Budget Director. During her tenure as Deputy Budget Director, the City of Detroit has been awarded nine Distinguished Budget Awards from the Government Finance Officers Association. Scales is a faculty member with University of Phoenix teaching graduate and under graduate Finance courses. Scales' invaluable knowledge of the inner workings of budgetary functions, coupled with her commitment to the citizens of Detroit and demonstrated service will help strengthen our fiscal operations as we create the NEXT Detroit.



## **TO CITY GOVERNMENT.**







Shortly after the November 2005 general election, Mayor Kwame M. Kilpatrick brought together individuals from Detroit's civic, government, non-profit and faith-based communities to form the NEXT Detroit Transformation Team. This diverse committee of vested stakeholders in our City has been charged with developing plans for a sustainable and growth-oriented city. This is not a transition team, but rather a transformation team.

With David Baker Lewis of Lewis & Munday, and Jim Nicholson of PVS Chemicals at its helm, the NEXT Detroit Transformation Team was charged with tasks critical to ensuring Detroit's future as a thriving, vibrant and safe city. Specifically, their charges were to:

1. Examine and recommend restructuring actions for critical operations of Detroit's city government,
2. Identify solutions and recommend realistic action plans for pressing quality of life issues, and
3. Develop methodologies to enhance economic development, job creation, job retention and growth of the city.

As the NEXT Detroit Transformation Team recommendations and reports are under review by Mayor Kilpatrick and his leadership team, there is no question that this group has begun to outline what the NEXT Detroit will look like. And they have drawn a road map that together, we can engage to ensure that we arrive at what we all see as our NEXT Detroit.



Reverend Wendell Anthony  
President, Detroit Branch, NAACP



Shirley Stancato  
President & CEO, New Detroit



S. Martin Taylor  
Former Senior Vice President, DTE Energy

## Municipal Restructuring

Chaired by Rev. Wendell Anthony, Shirley Stancato, and S. Martin Taylor, the Municipal Restructuring committee was charged with developing a plan that would effectively further the right-sizing of city government so critical to Detroit's success. Specifically, there were six areas of focus within the restructuring group: Finance, Taxes, Reorganization and Consolidation, Public Safety, Communications, and Health and Human Services.

Subcommittees were formed to closely examine each of these six areas of focus and develop a plan that ultimately best serves the citizens of Detroit, and strategically maps a route to the future.



# NEXT Detroit Transformation Team Committees

## MUNICIPAL RESTRUCTURING

### Finance Subcommittee

Darrell Burks, Chair

### Taxes Workgroup

Rueben Munday, Chair

### Reorganization and Consolidation

S. Martin Taylor, Chair

### Public Safety Subcommittee

Chief Ella Bully-Cummings and  
Commissioner Tyrone Scott, Co-Chairs

### Communications Subcommittee

Emery King and John Truscott, Co-Chairs

### Health and Human Services Subcommittee

Herb Smitherman and Alice Thompson,  
Co-Chairs

## GROWTH AND JOBS

### Regional Transportation Subcommittee

### Insurance Subcommittee

Sharon McPhail and Lucius A. Vassar,  
Co-Chairs

### Education Subcommittee

Geneva Williams, Chair

### Economic Development Subcommittee

Walt Watkins and George Jackson,  
Co-Chairs

### Emerging Industries Subcommittee



Mike Duggan  
President & CEO, Detroit Medical Center



Doug Rothwell  
President, Detroit Renaissance

## Growth and Jobs

Chaired by Mike Duggan and Doug Rothwell, the Growth and Jobs committee was charged with developing a plan that would effectively address critical needs in the city that directly affect our economic growth. Specifically, there were five areas of focus within the restructuring group: Regional Transportation, Insurance, Education, Economic Development, and Emerging Industries. Subcommittees were formed to closely examine each of these areas of focus and again, develop a plan that ultimately best serves the citizens of Detroit.



March, 2006



*James Nicholson*



*David Baker Lewis*

Dear Fellow Citizens:

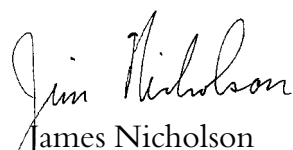
The second term of the Kilpatrick Administration began with a commitment by the Mayor to build on the successes of the past, meet the challenges of today and lay a strong foundation for a greater Detroit tomorrow.

The Mayor has begun his second term in office not by organizing the traditional “transition team” but by organizing a “transformation team” to guide his Administration in dealing with Detroit’s current challenges and seizing its current opportunities. He invited us to co-chair this initiative, the NEXT Detroit Transformation Team.

Our work began in December, shortly after the Mayor’s electoral victory, to focus on two fundamental aspects of the City’s future. First, the NEXT Detroit Transformation Team was charged with organizing a select group of volunteers to review all City operations and services, with a view to reorganizing them to better serve the needs of the citizens of the City of Detroit. Faced with a declining population and decreasing revenues, the City needs to find a way to deliver services more efficiently and economically in order to keep a balanced budget and assure the benefits of the future for all citizens. Second, the NEXT Detroit Transformation Team was charged with organizing a team of volunteers to identify existing and future opportunities to stimulate the City’s economic growth and prosperity and provide a better source of job opportunities for Detroiters. Members of this group were asked to pinpoint strategies in the neighborhoods, along the commercial strips and downtown that would undergird the job market of today and tomorrow and promote the economic growth of the City. These two goals — restructuring or reorganizing City service delivery and growing the City’s economic base and revenue stream — are the core of the NEXT Detroit Transformation Team’s mission.

We set a 90 day timeframe for the development of recommendations for presentation to the Mayor — initiatives that our volunteer group believes will make a major difference in the City of Detroit: to transform the Good to the Great. We have met our timeline. The major recommendations of the NEXT Detroit Transformation Team are included in the Mayor’s State of the City address.

We and our NEXT Detroit Transformation Team colleagues have been excited to participate in the transformation effort. We look forward to joining you on the journey from Good to Great.

  
James Nicholson  
Chairman & CEO  
PVS Chemicals

  
David Baker Lewis  
Chairman & CEO  
Lewis & Munday





**2005 WAS A YEAR FOR WORKING TOGETHER,**







**IMPROVING CITY SERVICES,**



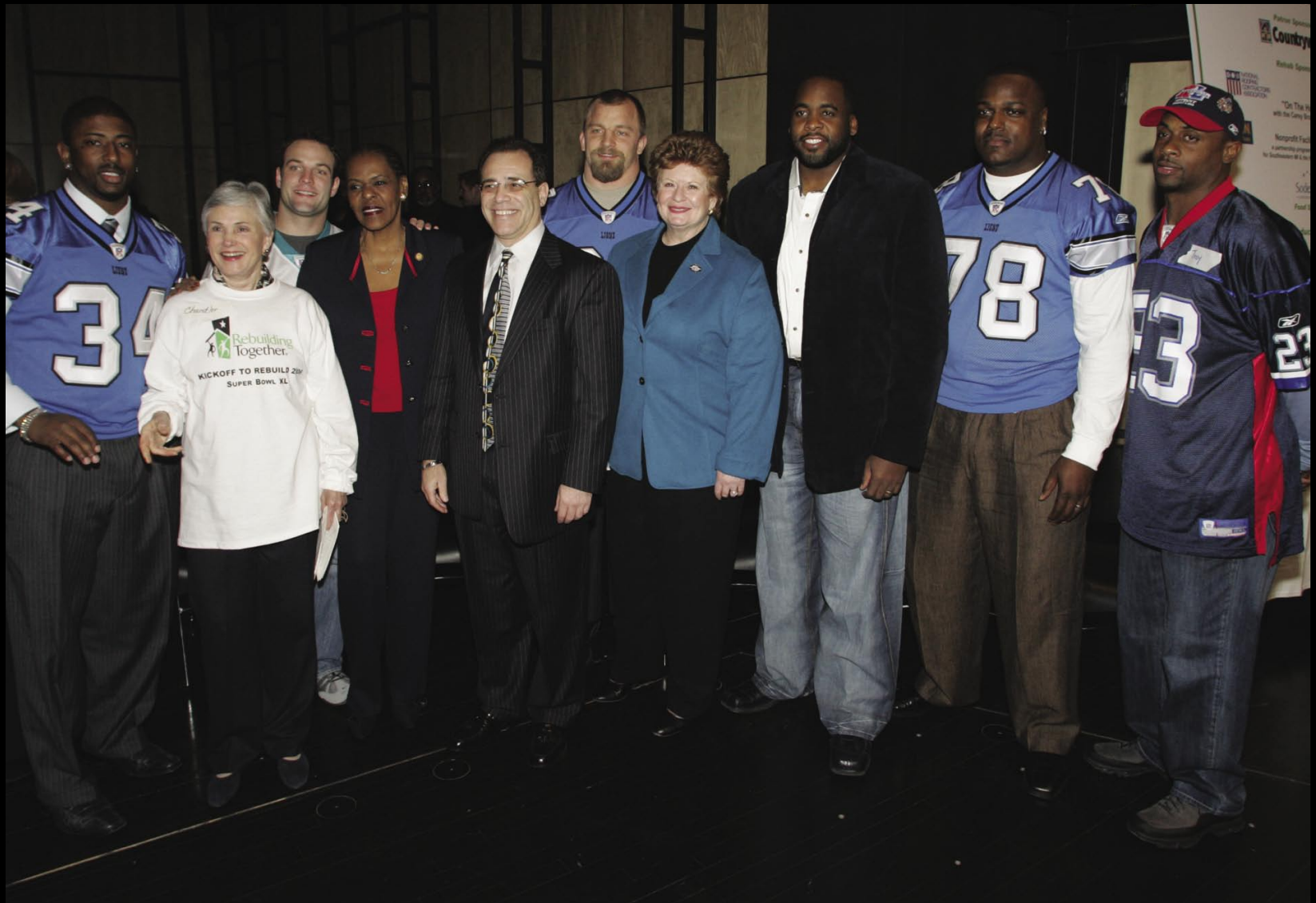




**KEEPING NEIGHBORHOODS SAFE,**







**OPENING OUR DOORS,**







REACHING OUT,







**STANDING STRONG,**











**AND BUILDING OUR FUTURE.**





# Reach out to your City of Detroit elected officials



**Mayor Kwame M. Kilpatrick**

1126 Coleman A. Young Municipal Center  
2 Woodward Avenue, Detroit, Michigan 48226  
(313) 224-3400



**City Clerk**

**Janice M. Winfrey**

200 Coleman A. Young  
Municipal Center  
2 Woodward Avenue  
Detroit, Michigan 48226  
(313) 224-3260



**Council President**  
**Kenneth V. Cockrel Jr.**  
(313) 224-4505



**Council President Pro Tem**  
**Monica Conyers**  
(313) 224-4530



**Council Member**  
**JoAnn Watson**  
(313) 224-4535



**Council Member**  
**Sheila M. Cockrel**  
(313) 224-1337



**Council Member**  
**Barbara-Rose Collins**  
(313) 224-1298



**Council Member**  
**Kwame Kenyatta**  
(313) 224-1198



**Council Member**  
**Alberta Tinsley-Talabi**  
(313) 224-1645



**Council Member**  
**Martha Reeves**  
(313) 224-4510



**Council Member**  
**Brenda Jones**  
(313) 224-1245

**Letters to Detroit City Council  
Members can be sent to:**

1340 Coleman A. Young  
Municipal Center  
2 Woodward Avenue  
Detroit, Michigan 48226

**[www.ci.detroit.mi.us](http://www.ci.detroit.mi.us)**



